



GOSEI

LeSS Large-Scale Scrum

Ari Tikka

Ketterä keskiviikko, ma 11.12.2017

Gosei



Ran Nyman



Ari Tikka

**Wolfgang
Steffens**

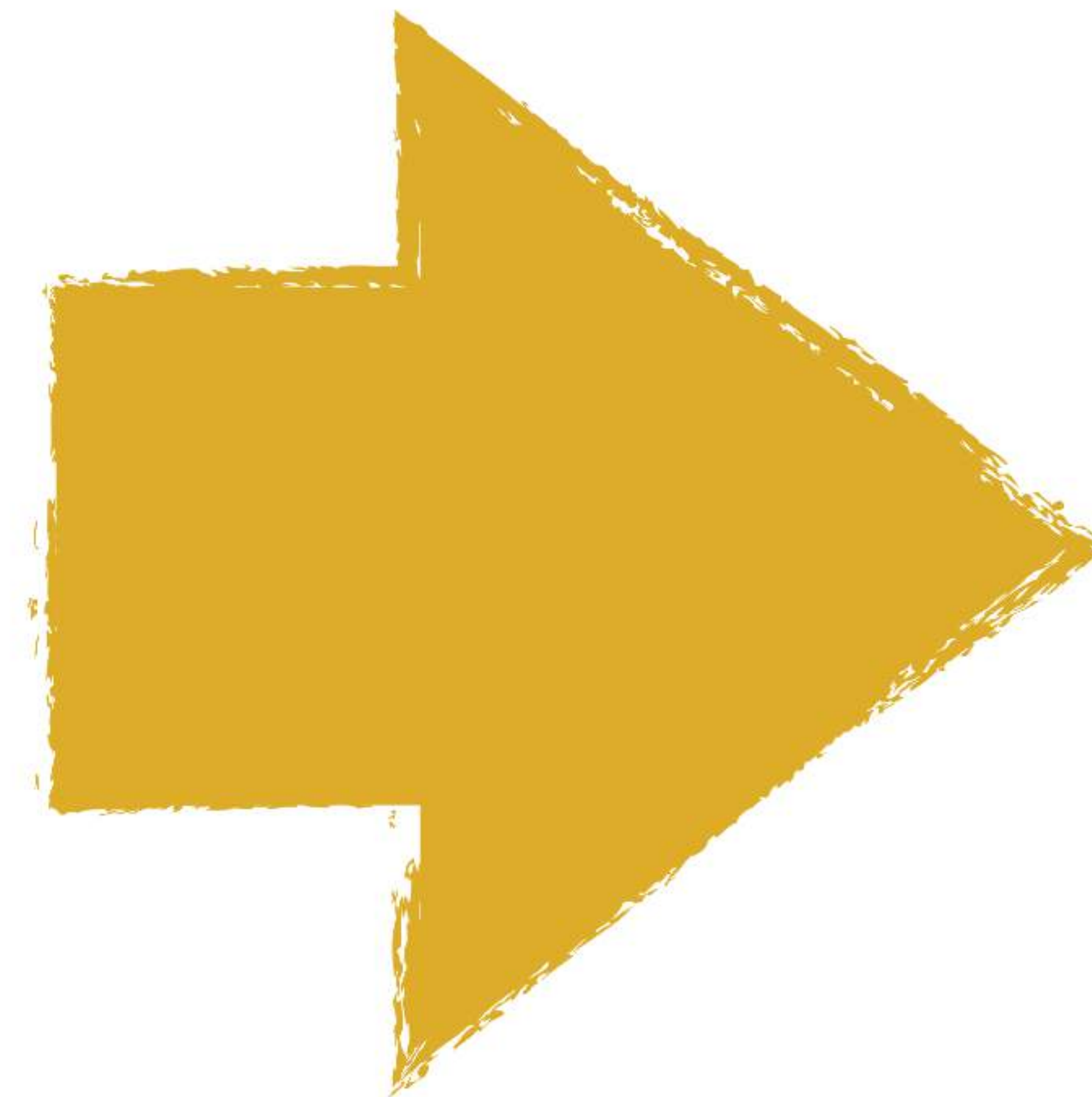
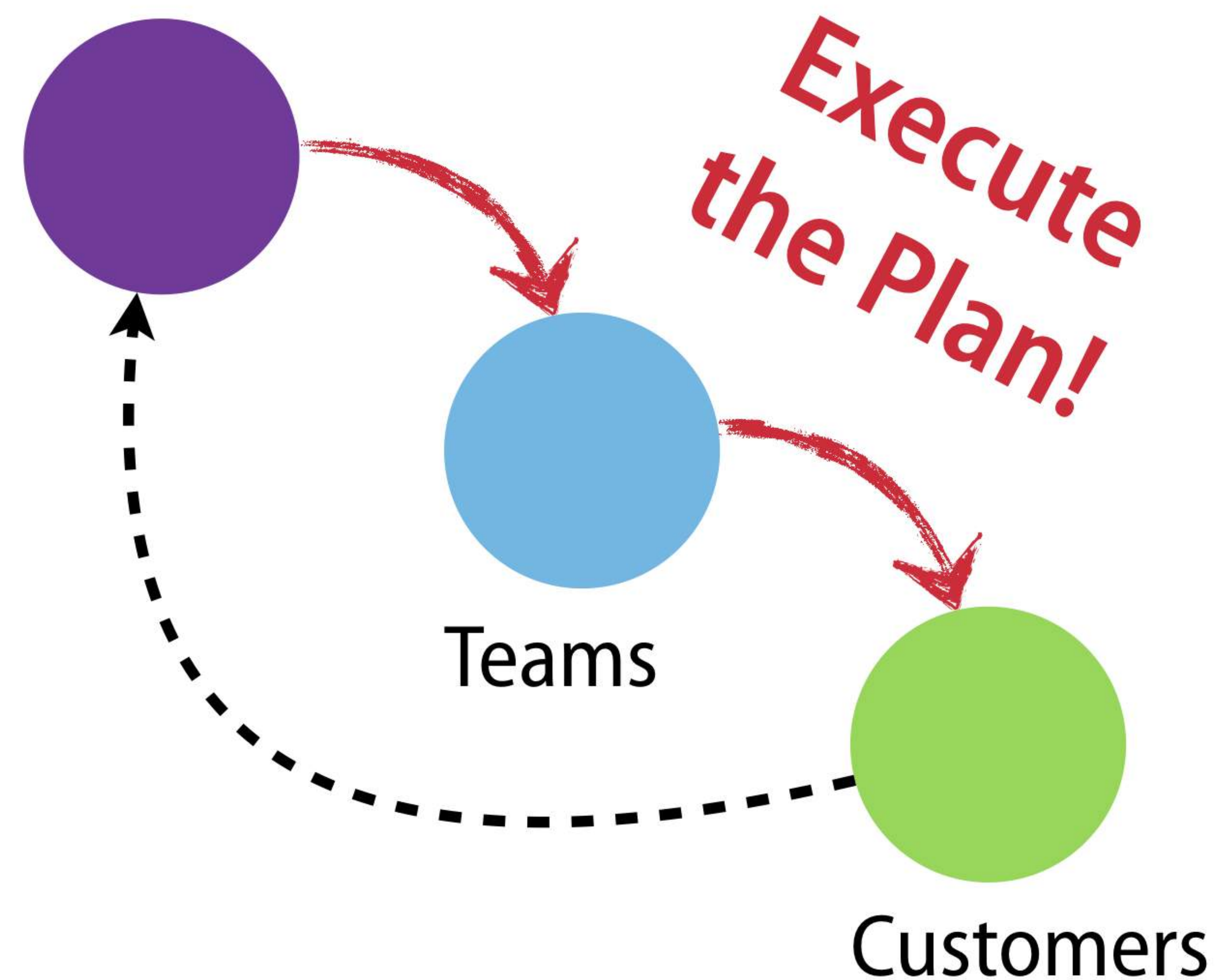


- 20 + years in software business
- Large Agile Adoptions
- Leadership
- Organizational learning
- Telecom, Medical, Game, Heavy metal, Financial, Sales&Marketing and Public sectors
- LeSS coaching company
- www.gosei.fi

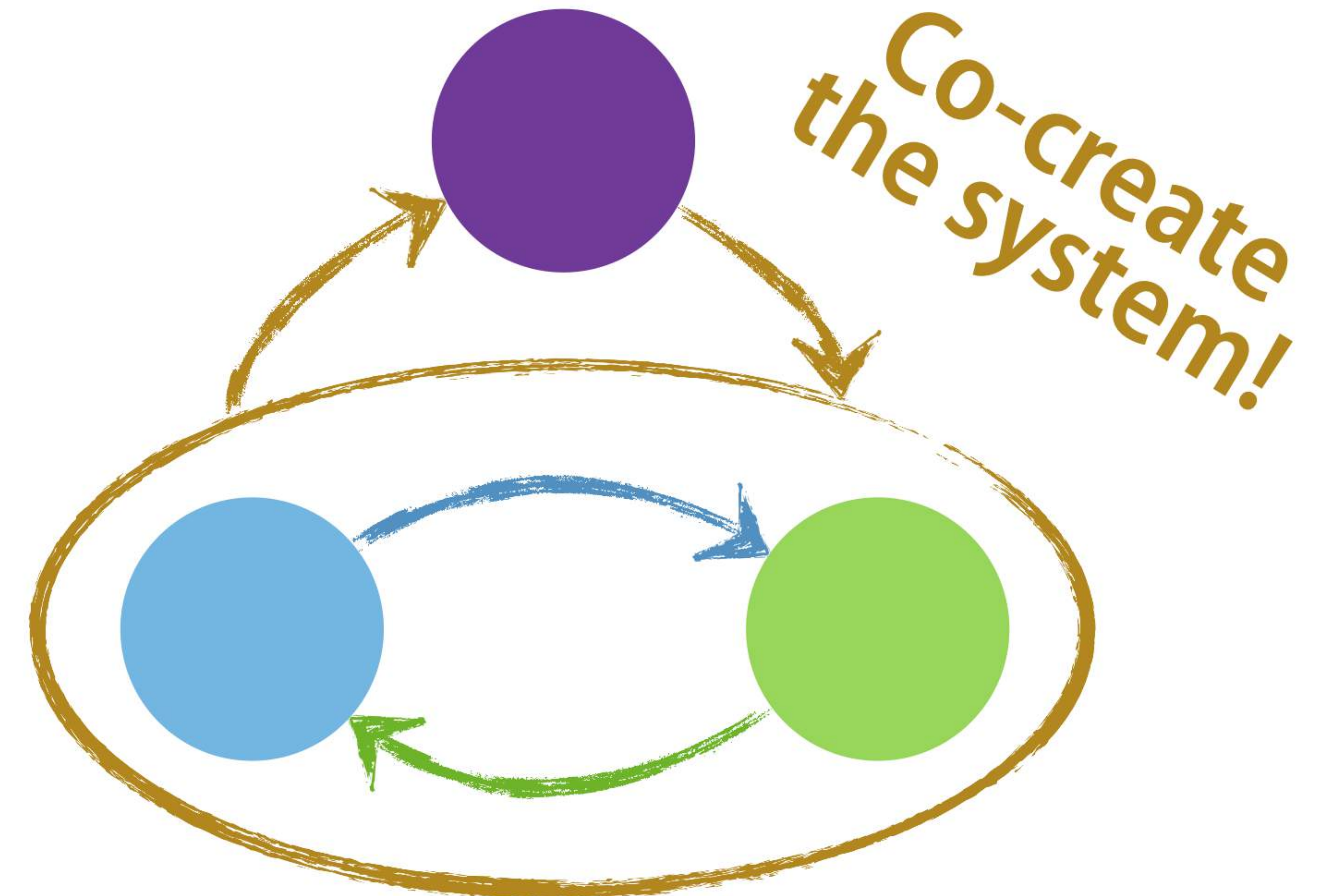


Tayloristic Coordinated organization

Top management



Agile Learning organization



"Small-Scale" Scrum

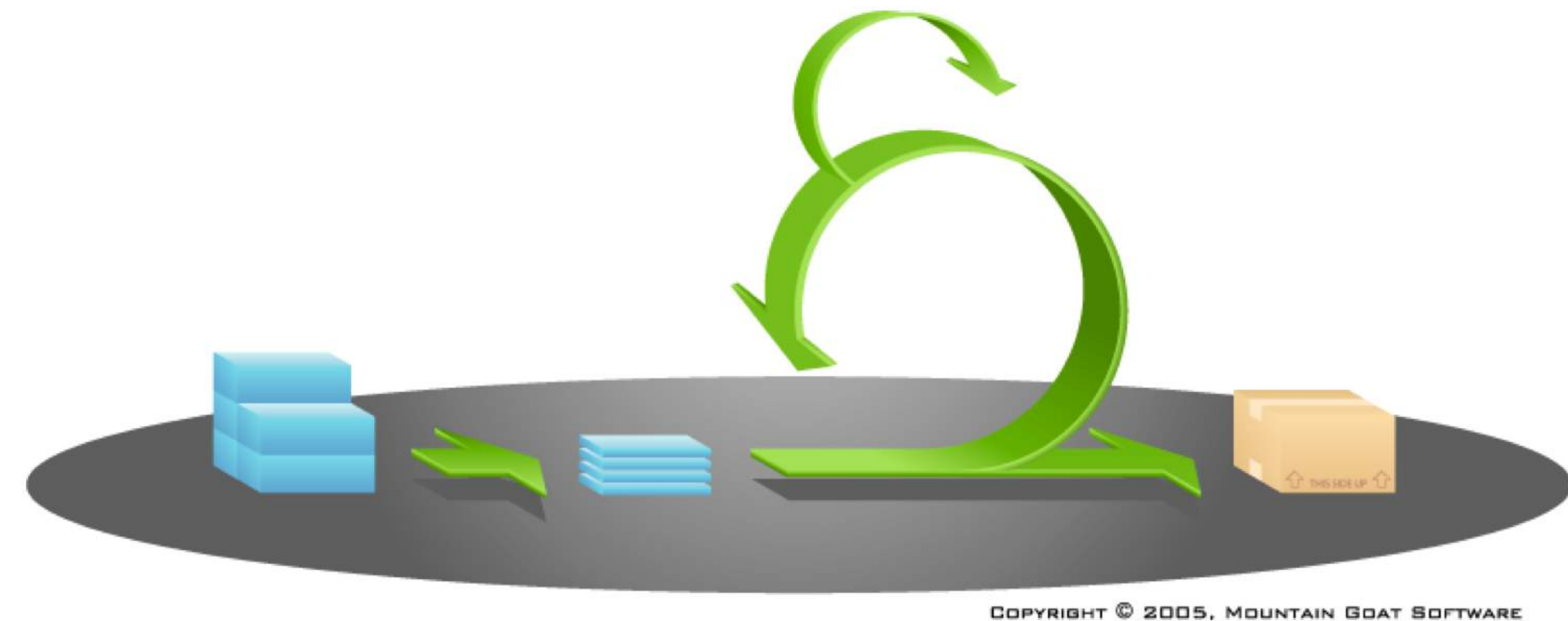
Ikujiro Nonaka 1984: "New new product development game"

Ken Schwaber et al. 20 years ago

Nowadays "mainstream"

Unique ingenuity:

- Reduce complexity by iterations
- Robust dialogue between business and development teamwork (Market Control and Clan control)
- Enables teamwork



Teamwork pressure kettle

A real team

- Authorized, Competent

Compelling direction

- Challenging, Clear, Consequential

Enabling structure

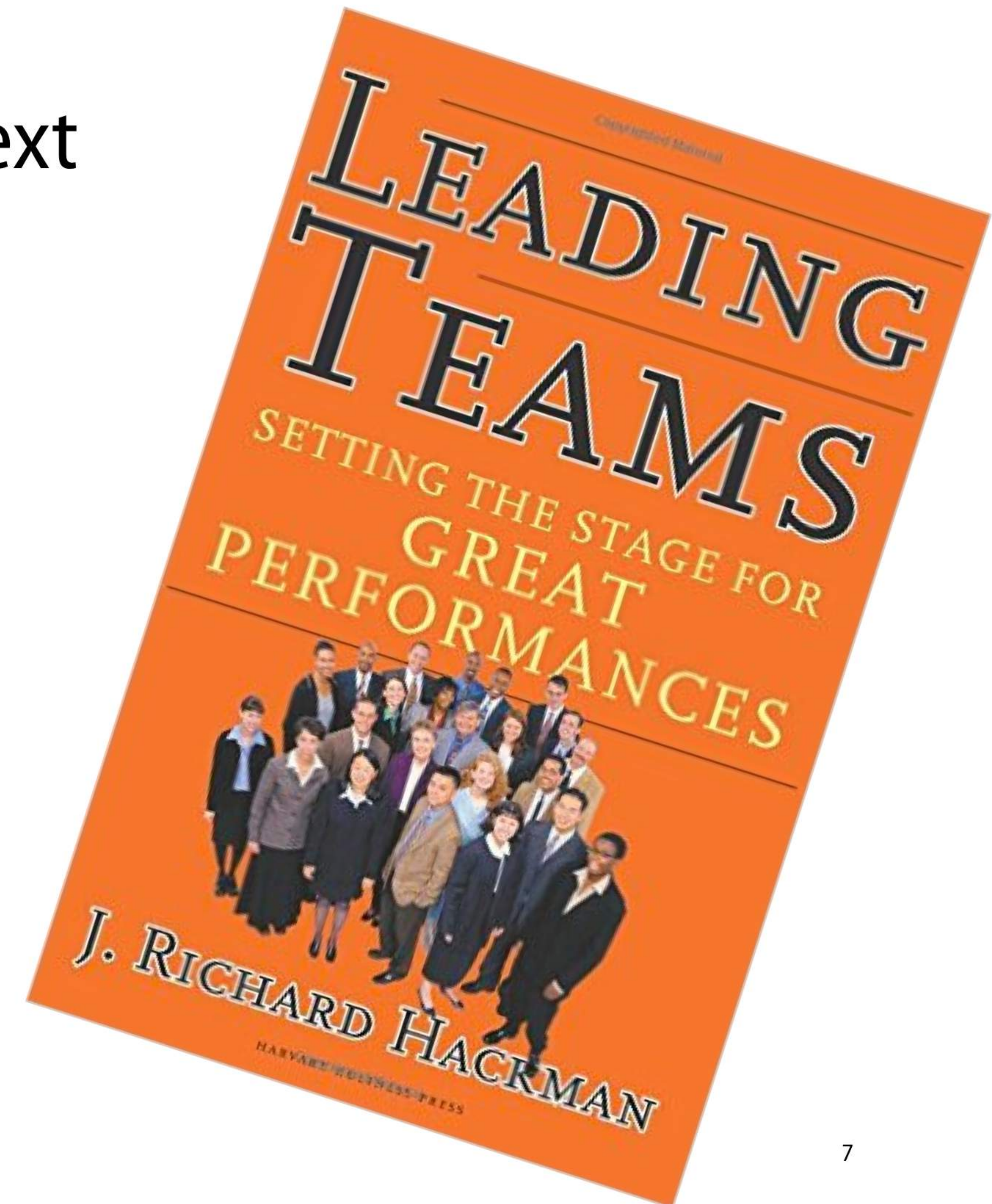
- Complete tasks

Supportive context

- Rewarding

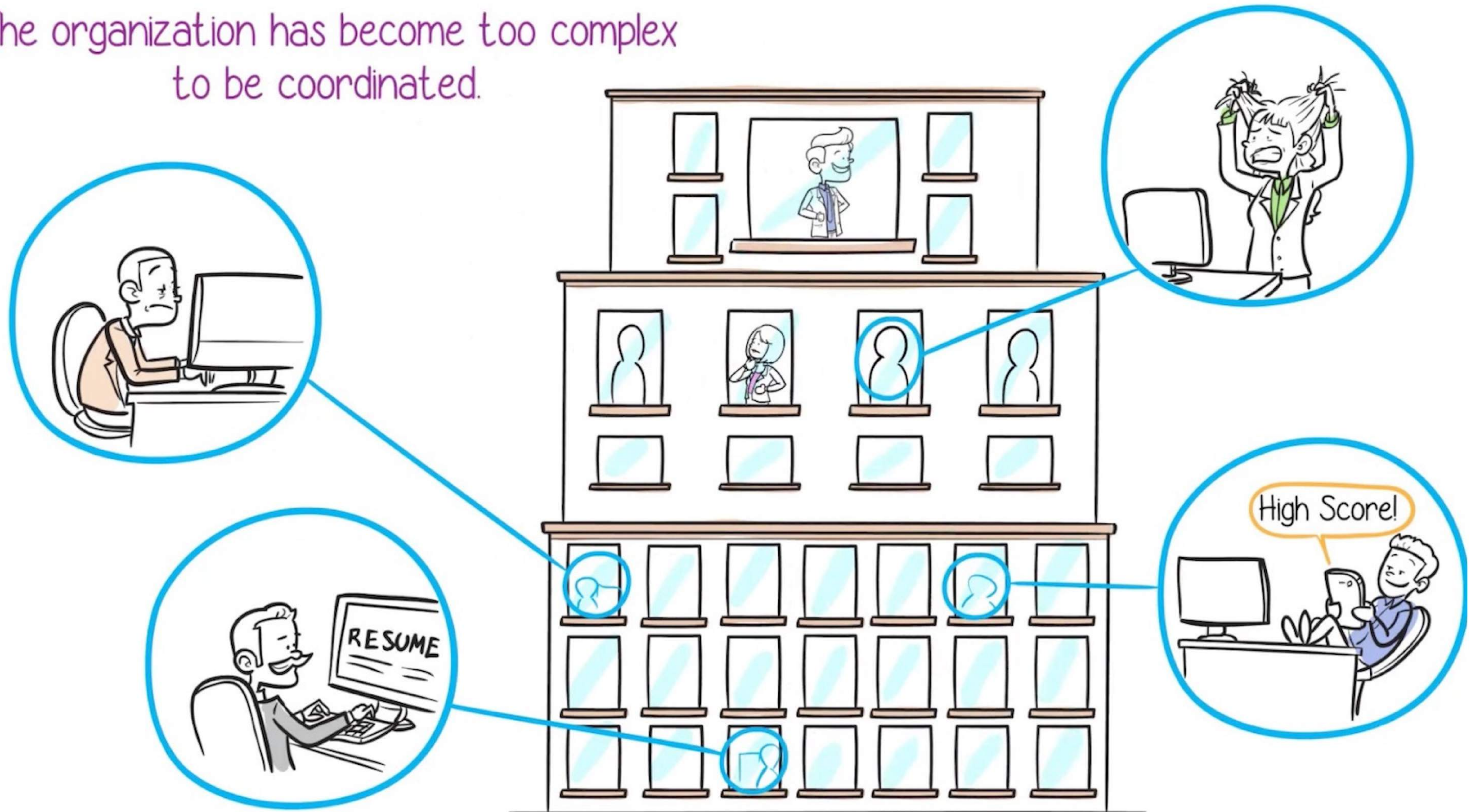
Right coaching

- Effort





The organization has become too complex
to be coordinated.



video.coordinationchaos.com

Bureaucracy

William G. Ouchi

Identified management control mechanisms

Inventor of motivation Theory Z

- Addition to well know Theory X and Y

Influenced by Japanese management style



Observed Control Systems in Organizations by William G. Ouchi

Market system

Measure Input (€) and Output (€).
Contractual between parties. Exact contract!

Bureaucratic system

Written rules and processes.
E.g. Employment agreement and supervision.

Clan system

Informal value based rules that allow innovation and collaboration. For **unique, interdependent or ambiguous** task, this is only possibility. E.g. SW Development.

Three Layers in large Organizations

Economical reality

Business (top) management
Market control

Reward power

Middle management
Bureaucratic control

Analyze
Coordinate
Intermediate
Execute

Dependent power
->Politics

Internal reality

Front-end workers
Clan control

Expert power

Technical reality

Bureaucracy kills Teamwork

A real team

- ~~Authorized~~, Competent

Compelling direction

- ~~Challenging, Clear,~~
~~Consequential~~

Enabling structure

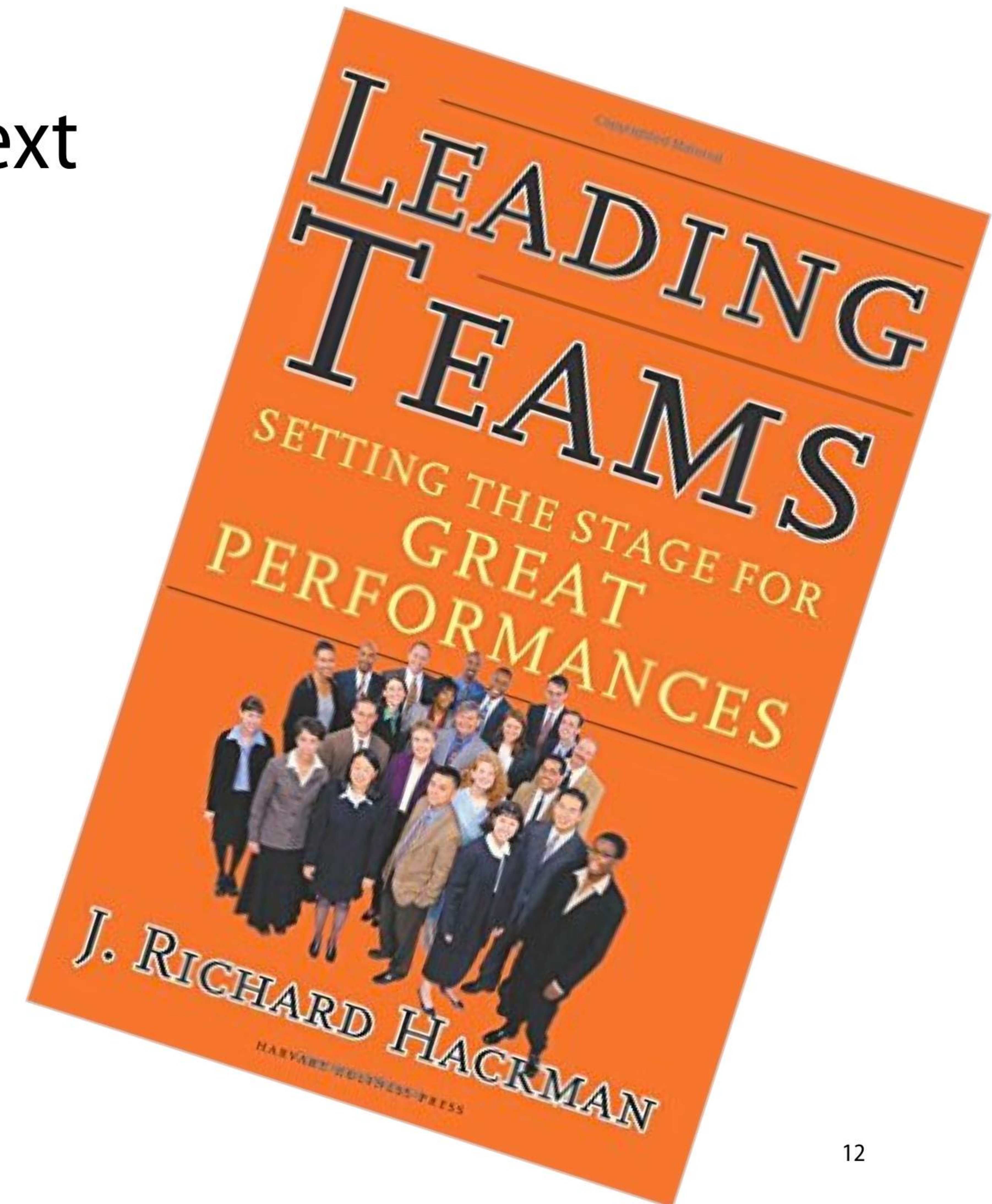
- ~~Complete tasks~~

Supportive context

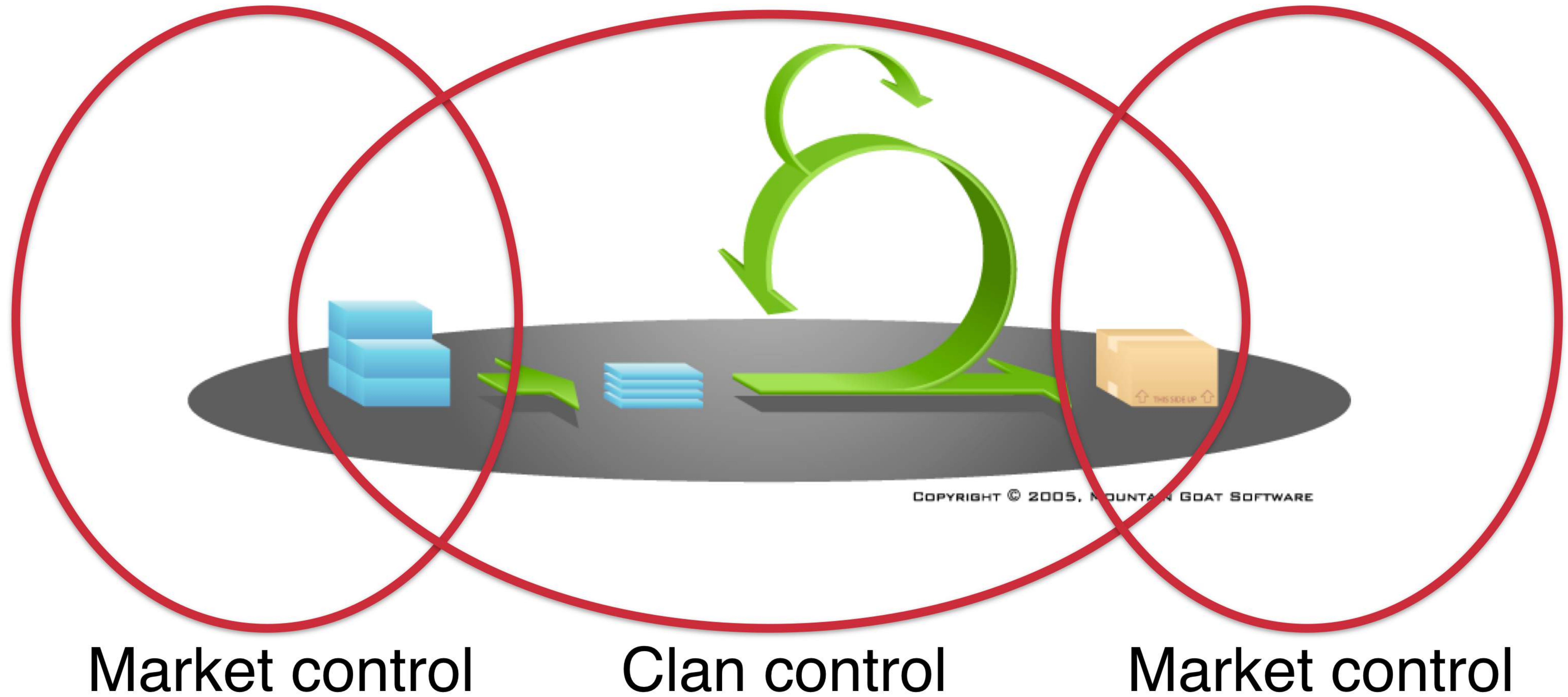
- Rewarding

Right coaching

- Effort

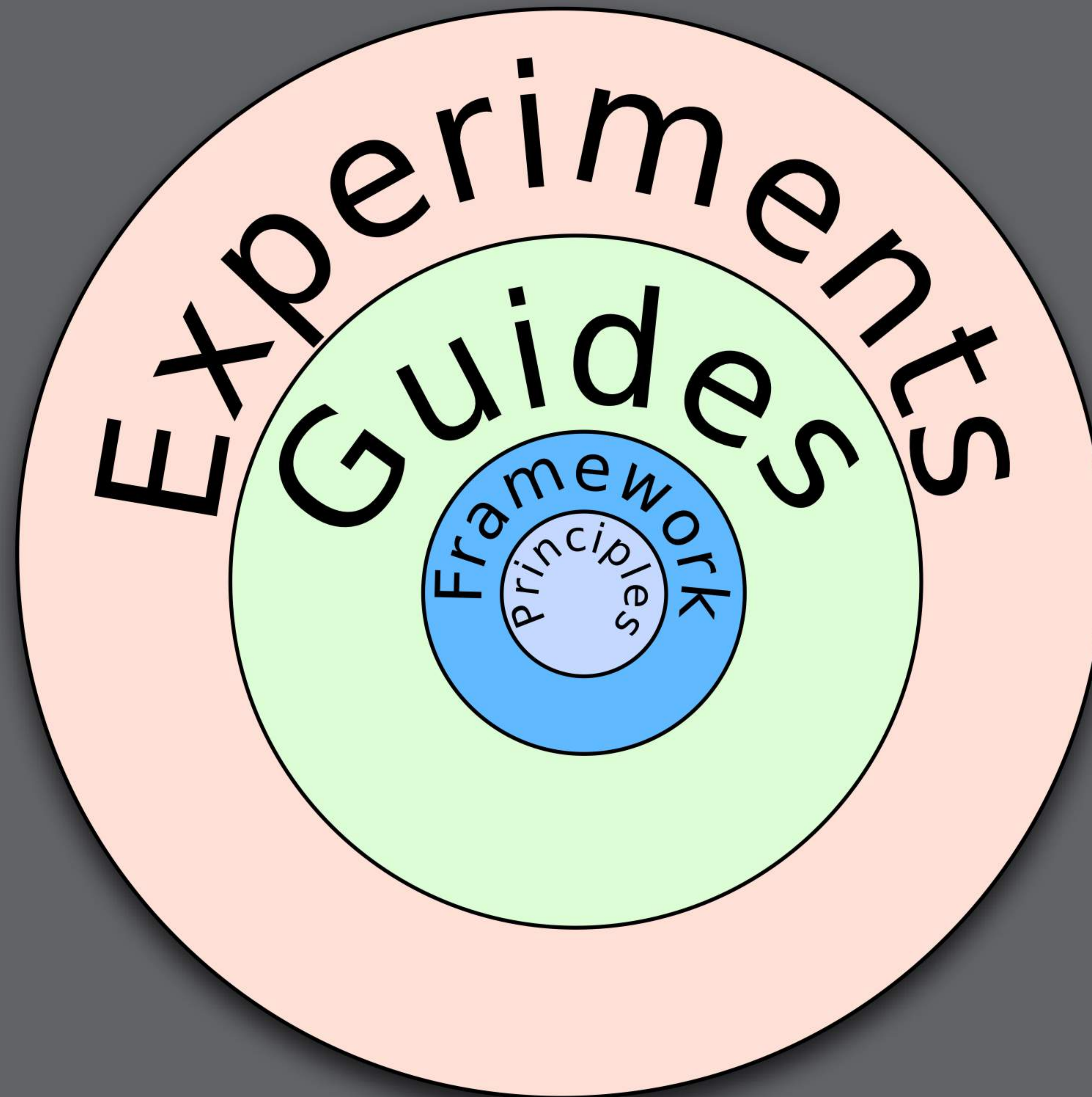


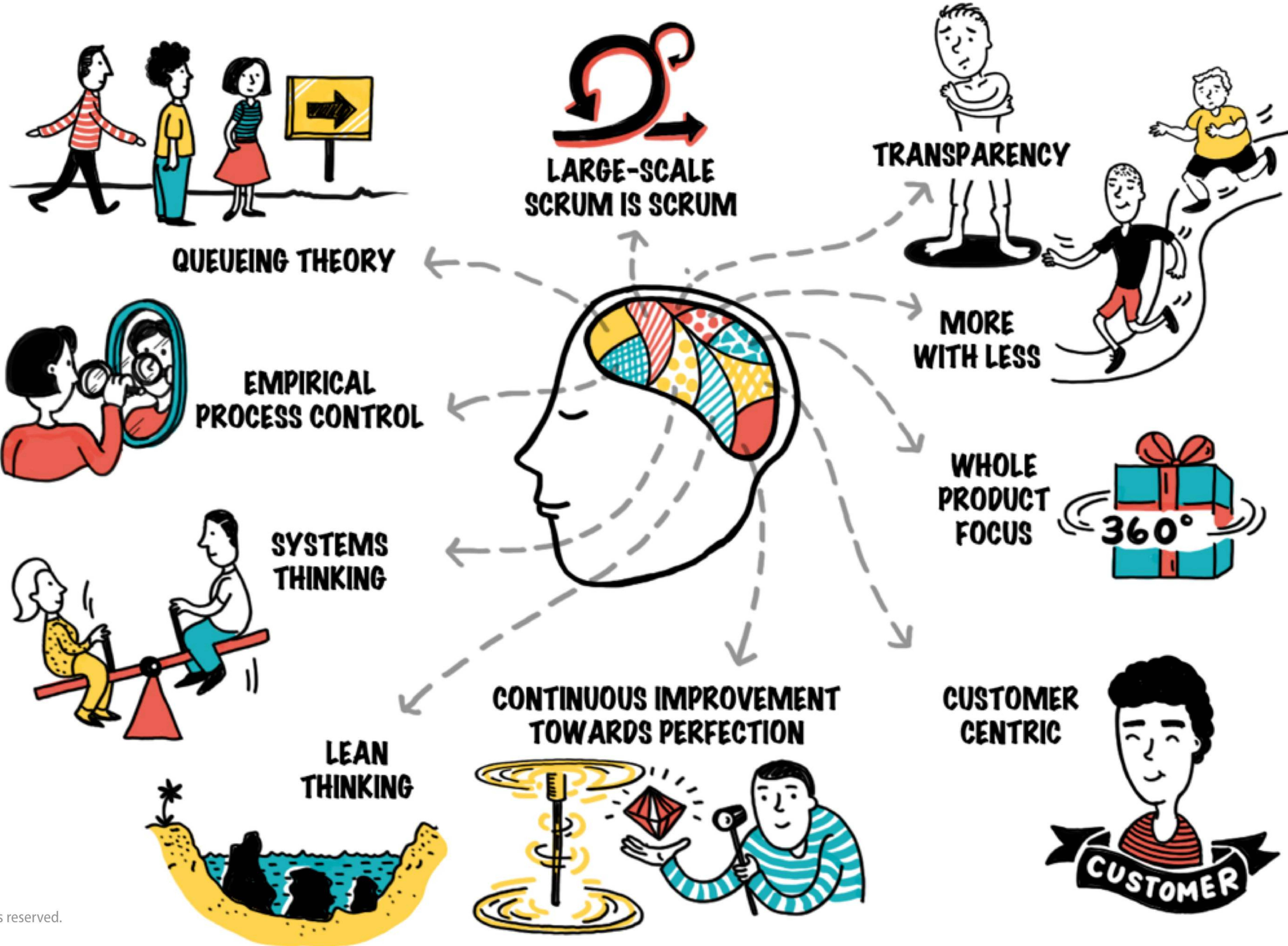
Scrum minimizes bureaucracy



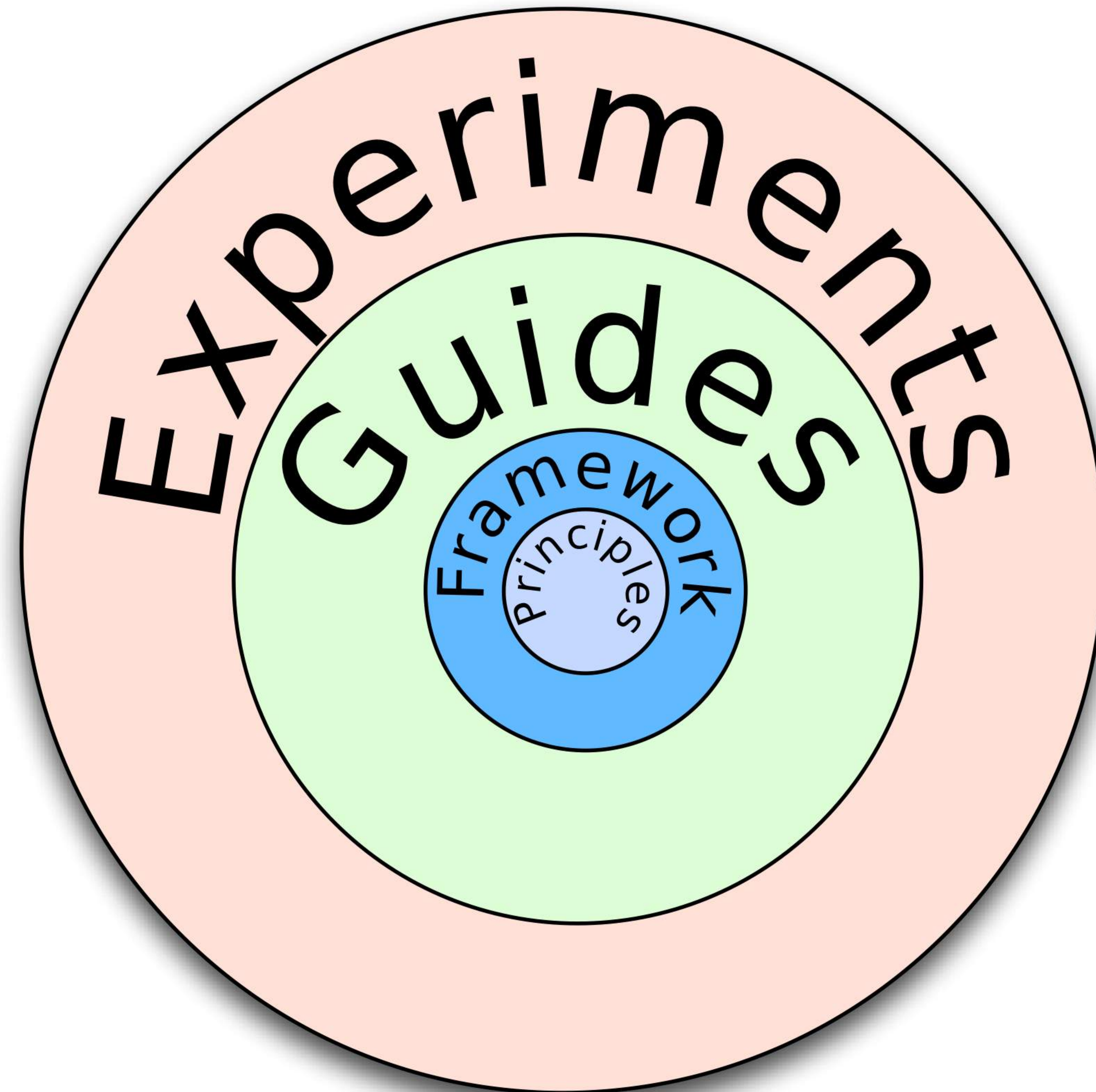
Large-Scale Scrum

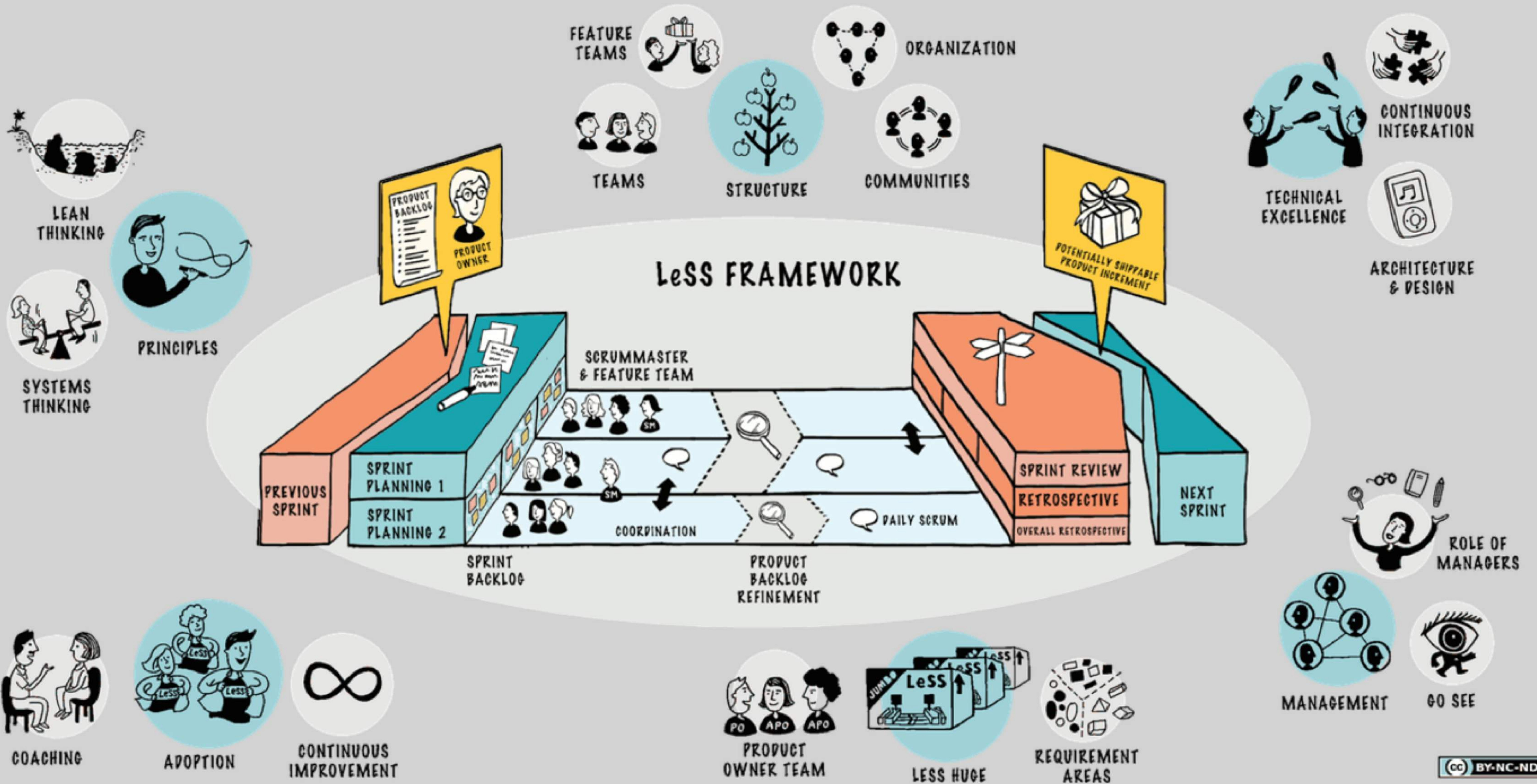
GOSEI

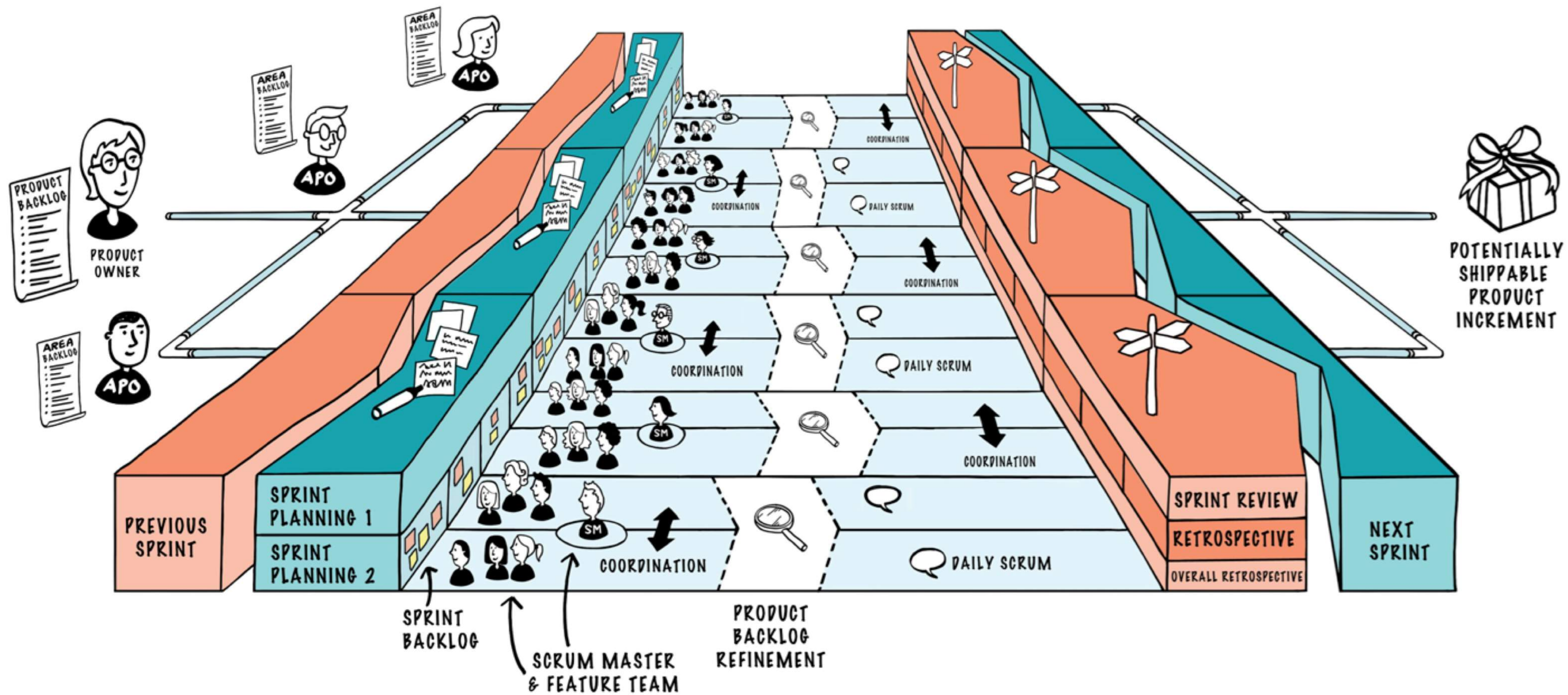




Large-Scale Scrum







Adoption

Larman's Laws of Organizational Behavior

1. Organizations are implicitly optimized to avoid changing the status quo:

- manager and “specialist” positions
- power structures.



Noooooooooo!
It will break!

Larman's Laws of Organizational Behavior

4. Culture follows structure.

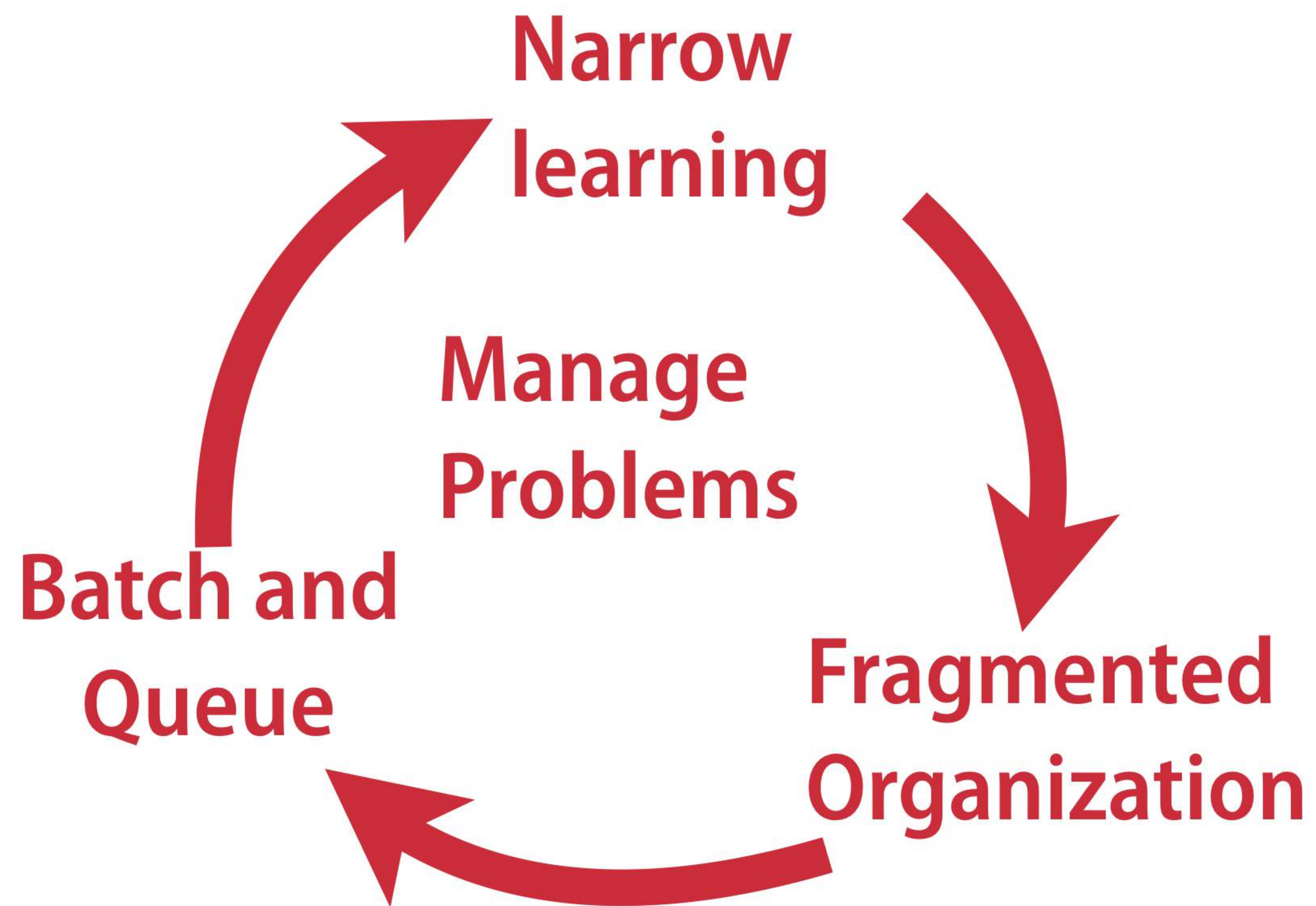
- Or, Culture/behavior/mindset follows system & organizational design.
- i.e., If you want to really change culture, you have to start with changing structure, because culture does not really change otherwise.

- John Seddon:

"Attempting to change an organization's culture is a folly, it always fails.

Peoples' behavior (the culture) is a product of the system; when you change the system peoples' behavior changes."

Everyday experience



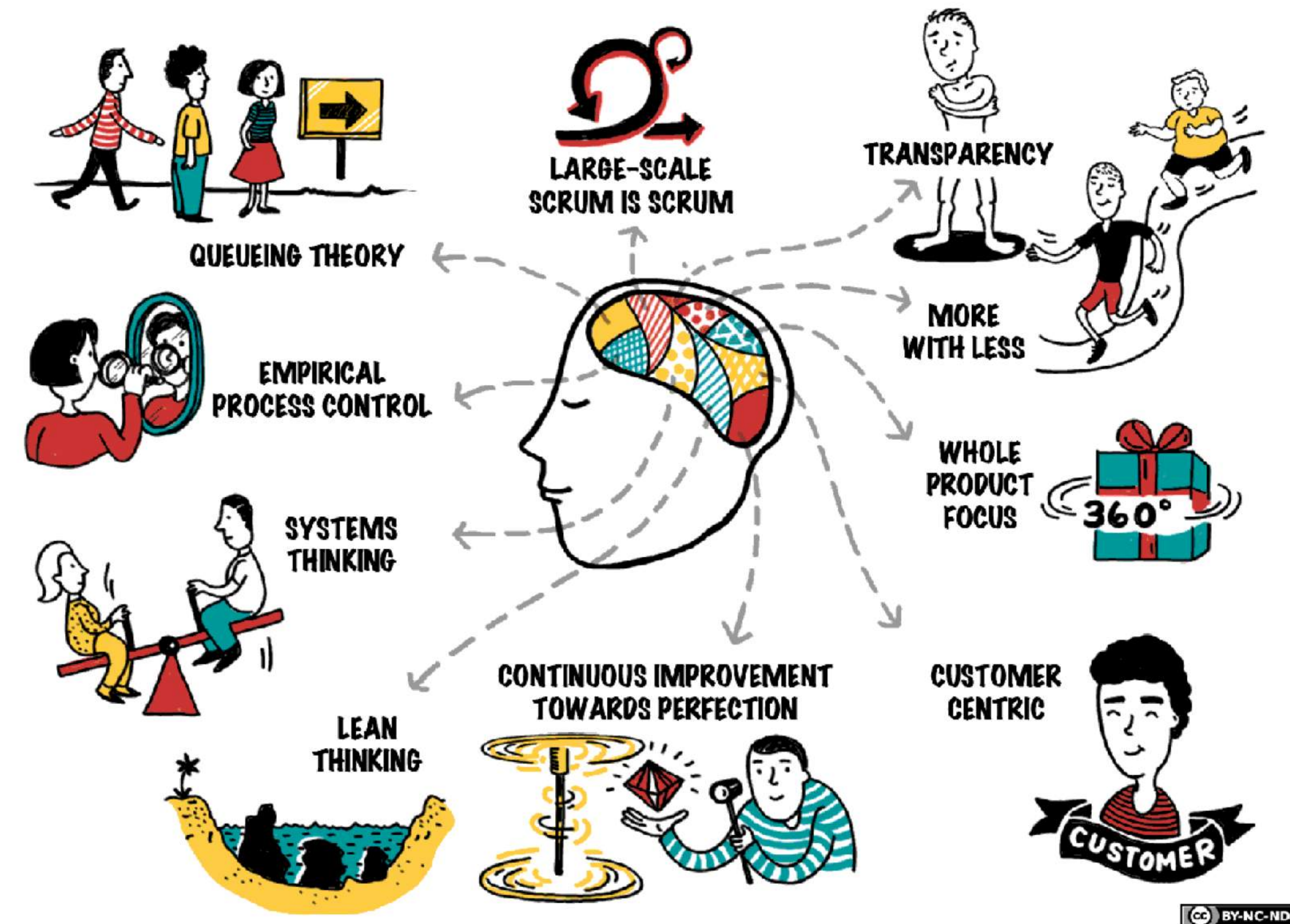
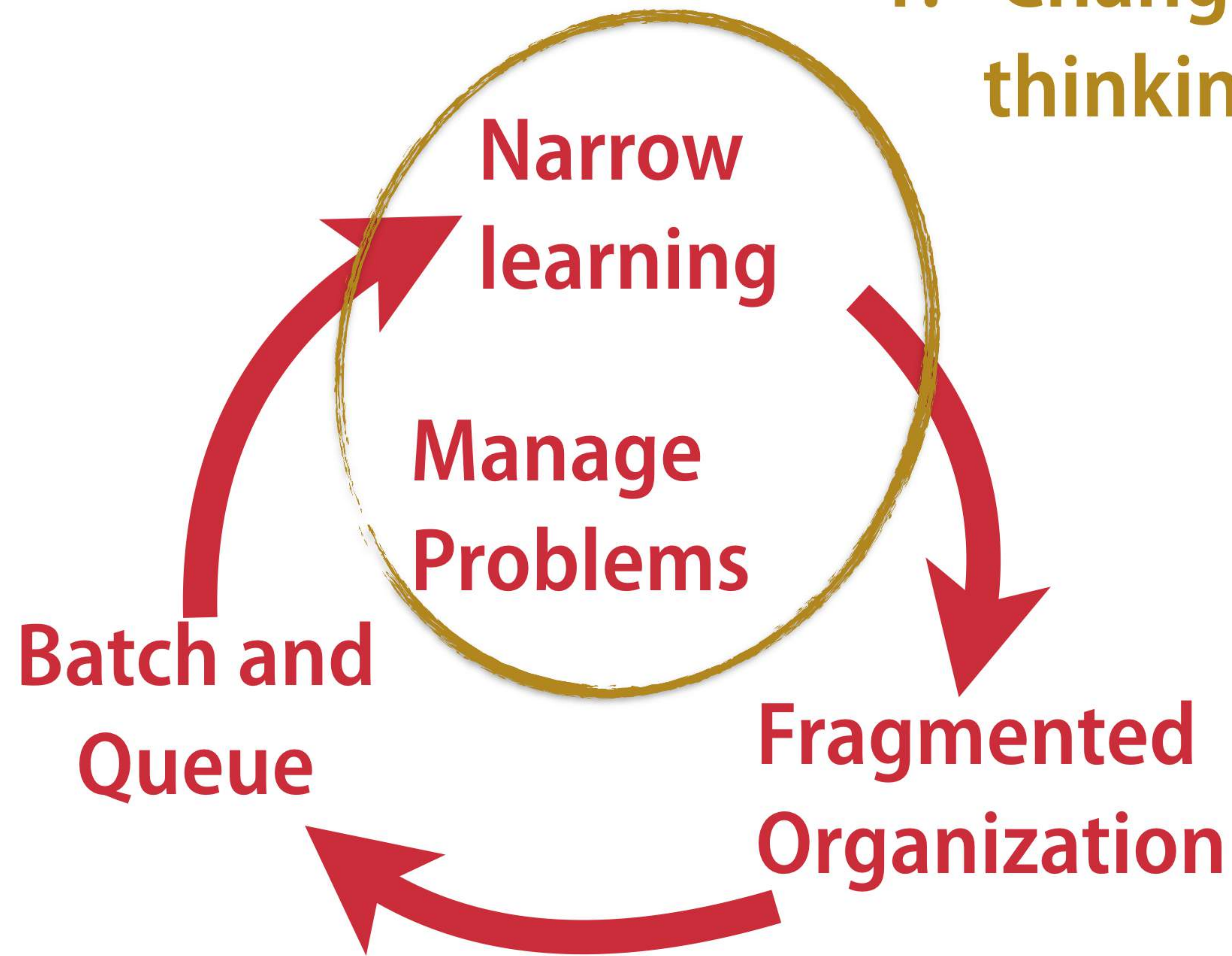
“Pressure. Must. Should.”

“No time for real change.”

“Power and wisdom are always elsewhere.”

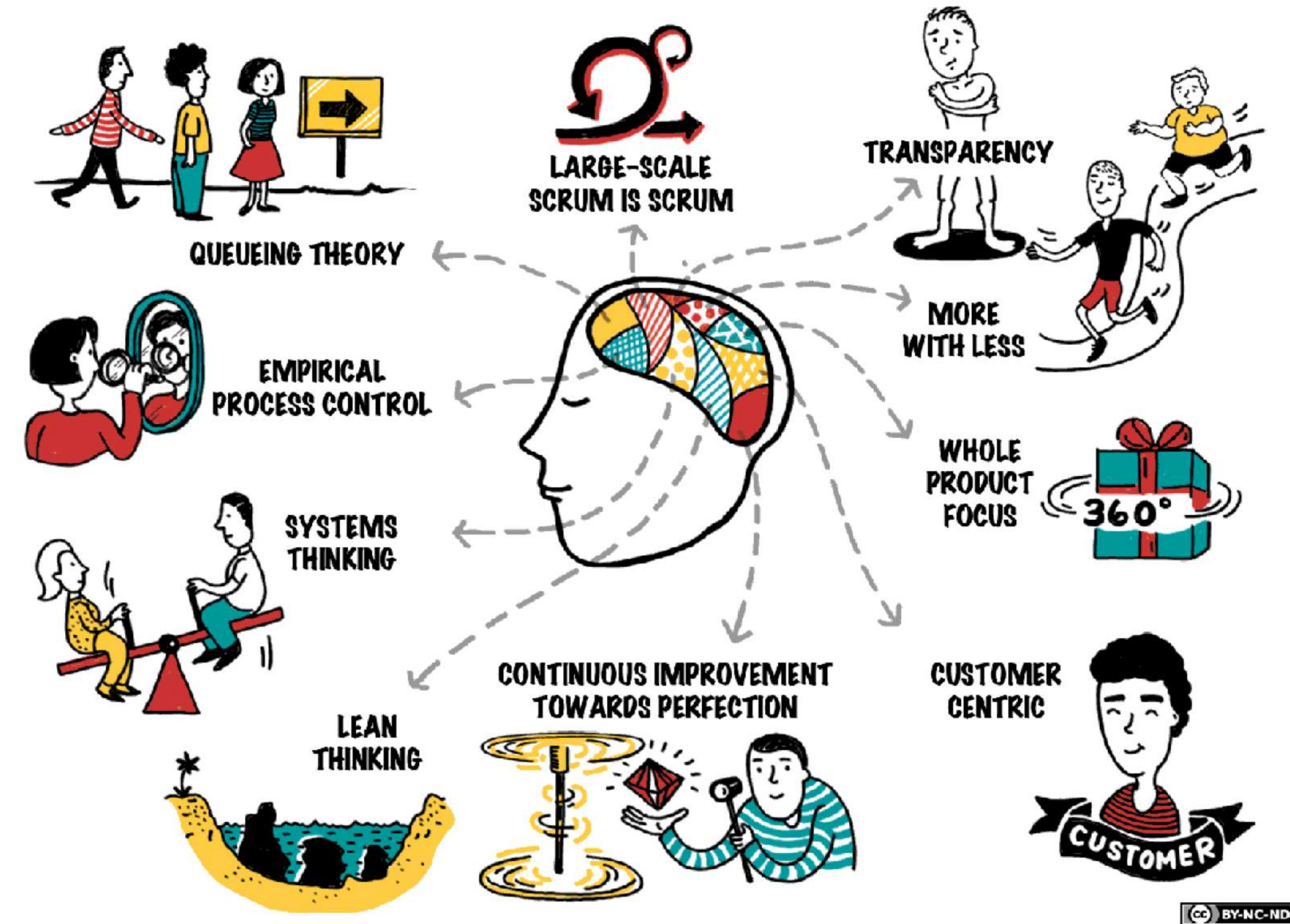
Adoption path

1. Change thinking



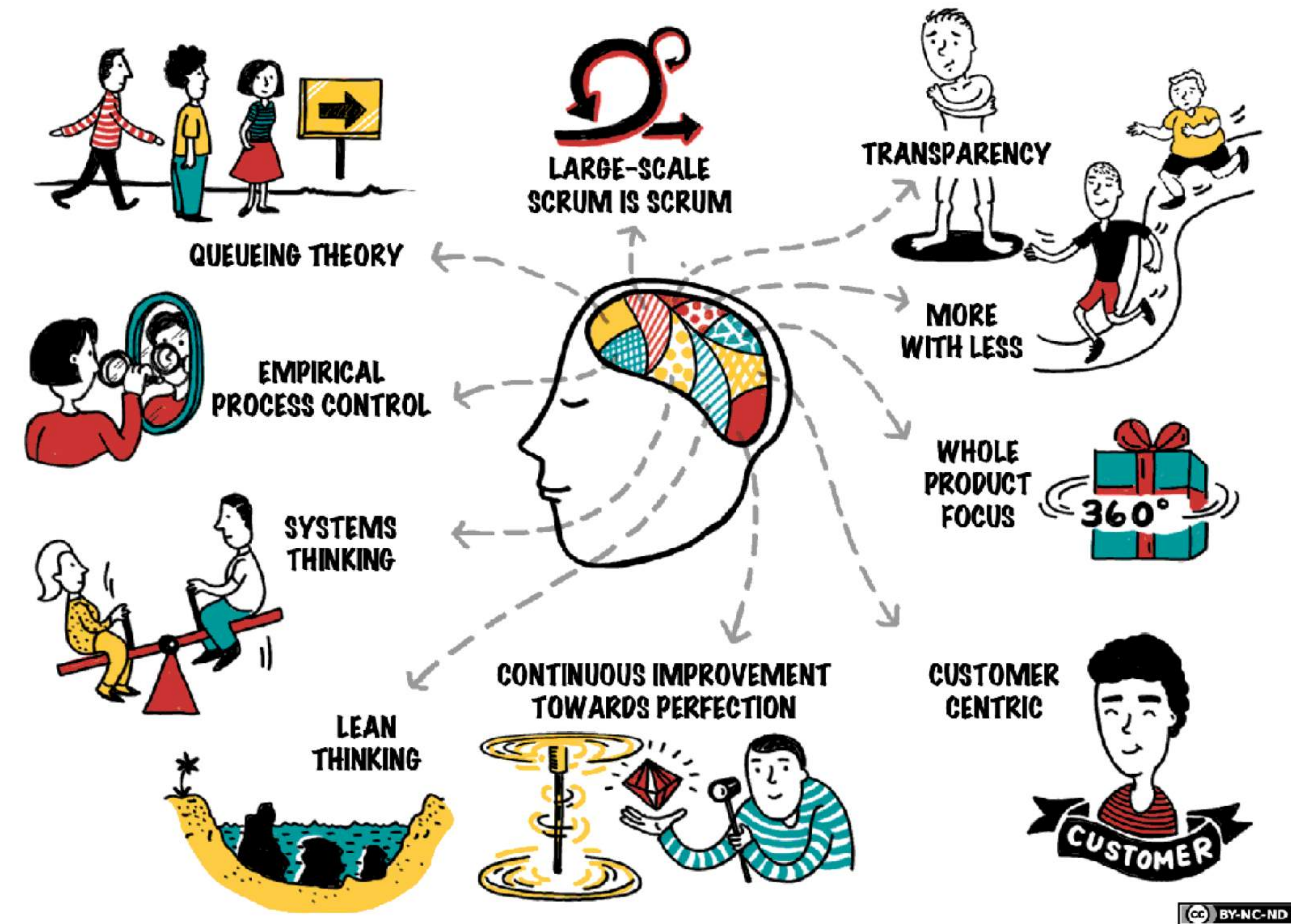
<http://LeSS.works/principles>

Adoption path

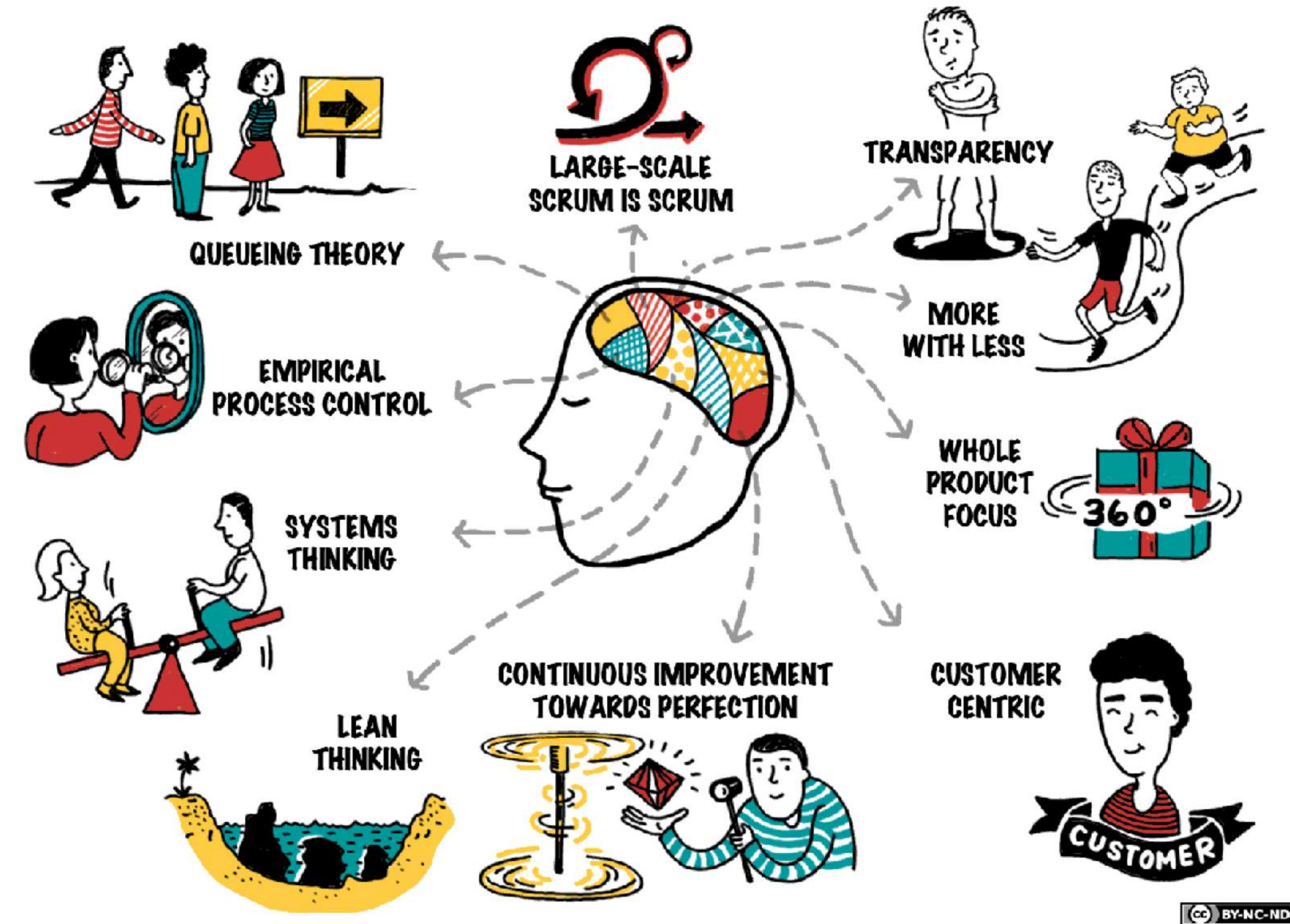


<http://LeSS.works/principles>

Adoption path

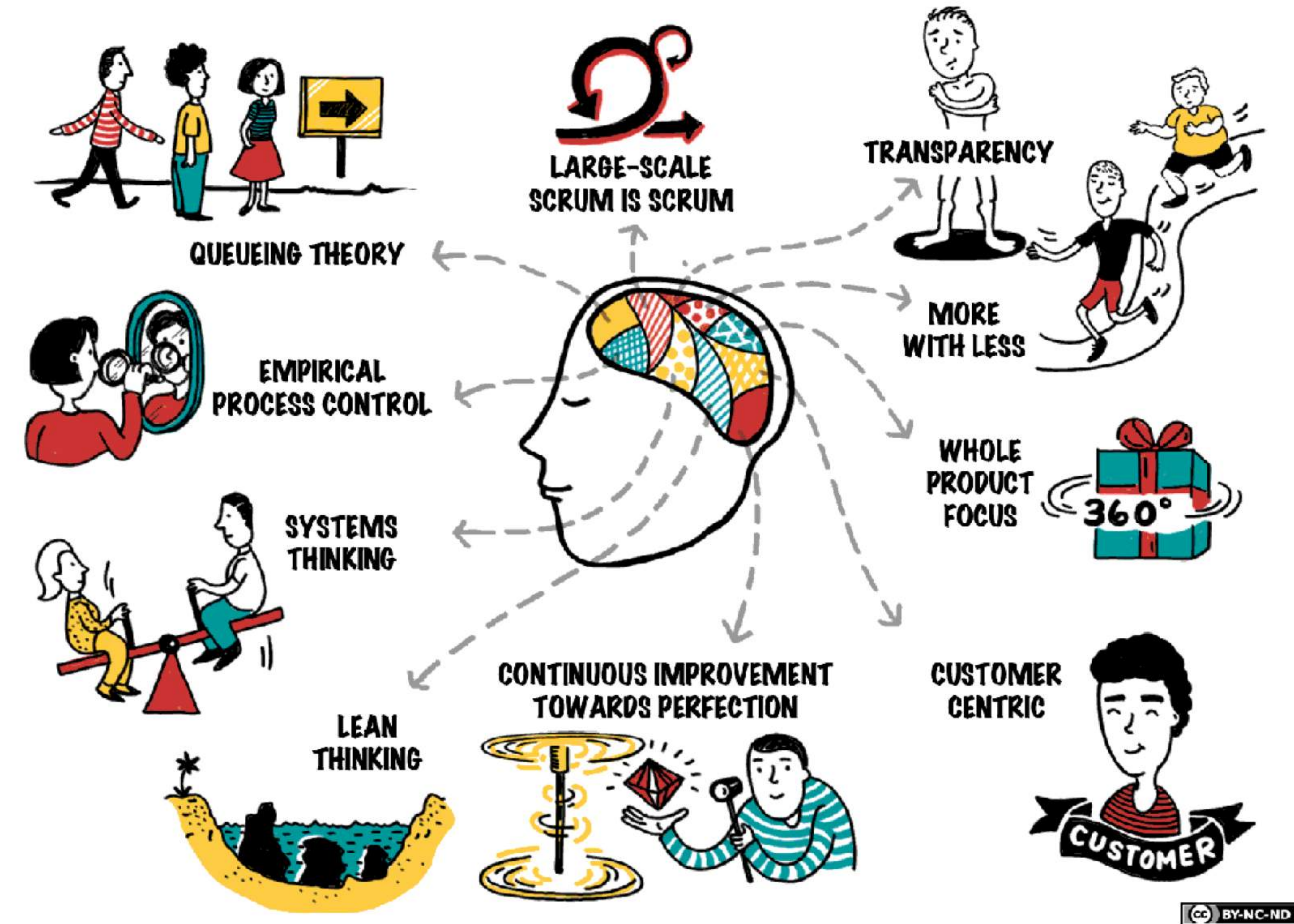


Adoption path



<http://LeSS.works/principles>

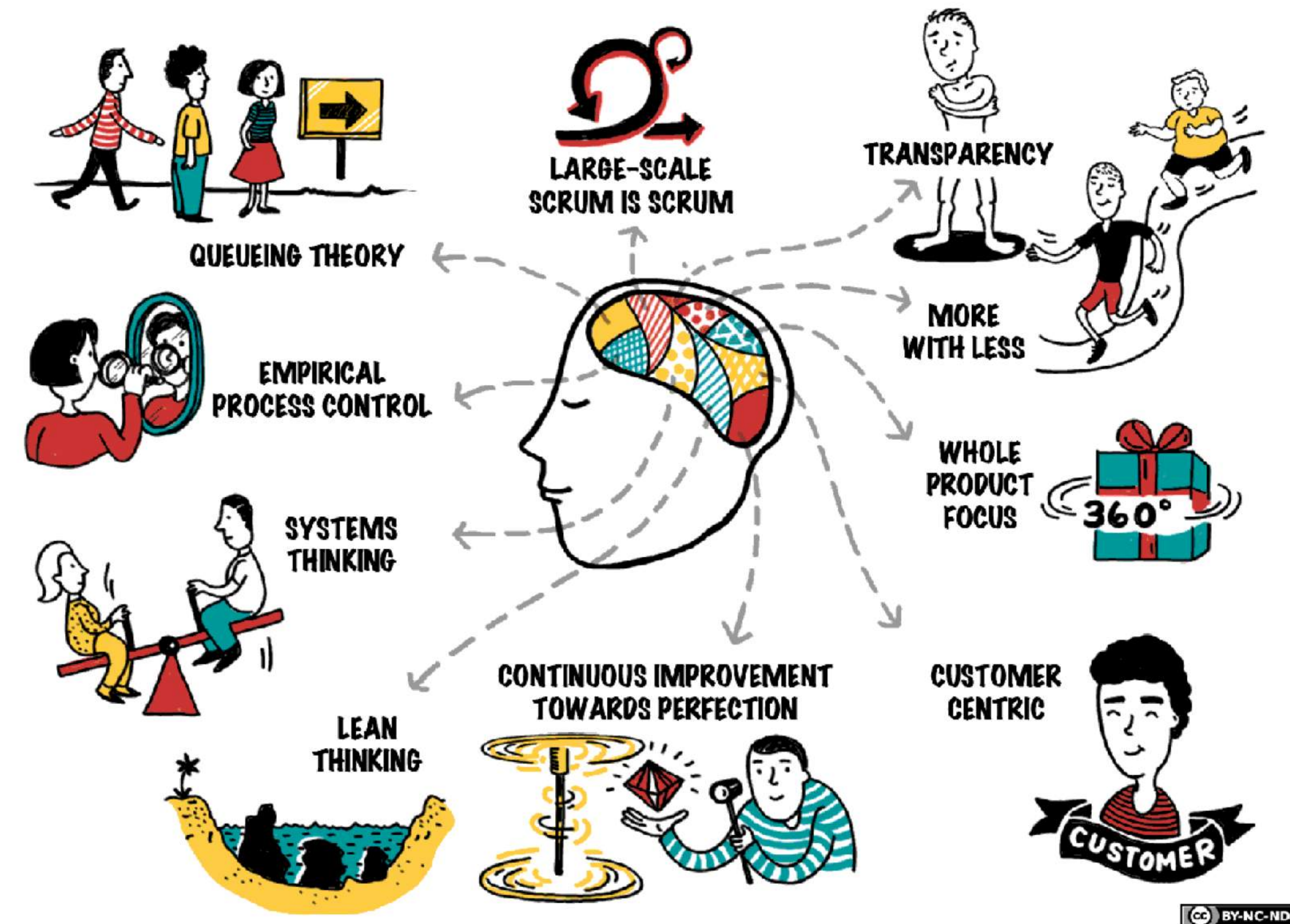
Adoption path



<http://LeSS.works/principles>

Adoption path

4. Learn forever



<http://LeSS.works/principles>

Deliberate Learning

- Game changer

The *system* needs Mastery

- Individual, Team, Organization

win-win

Fastest learner wins

- Technology and business

Learning to learn

- Platform for learning

Ramping up Culture of Learning

Learning is
our strategy.



Build culture of
learning
1-LeSS structure
2-leadership

Ramping up Culture of Learning

Learning is
our strategy.



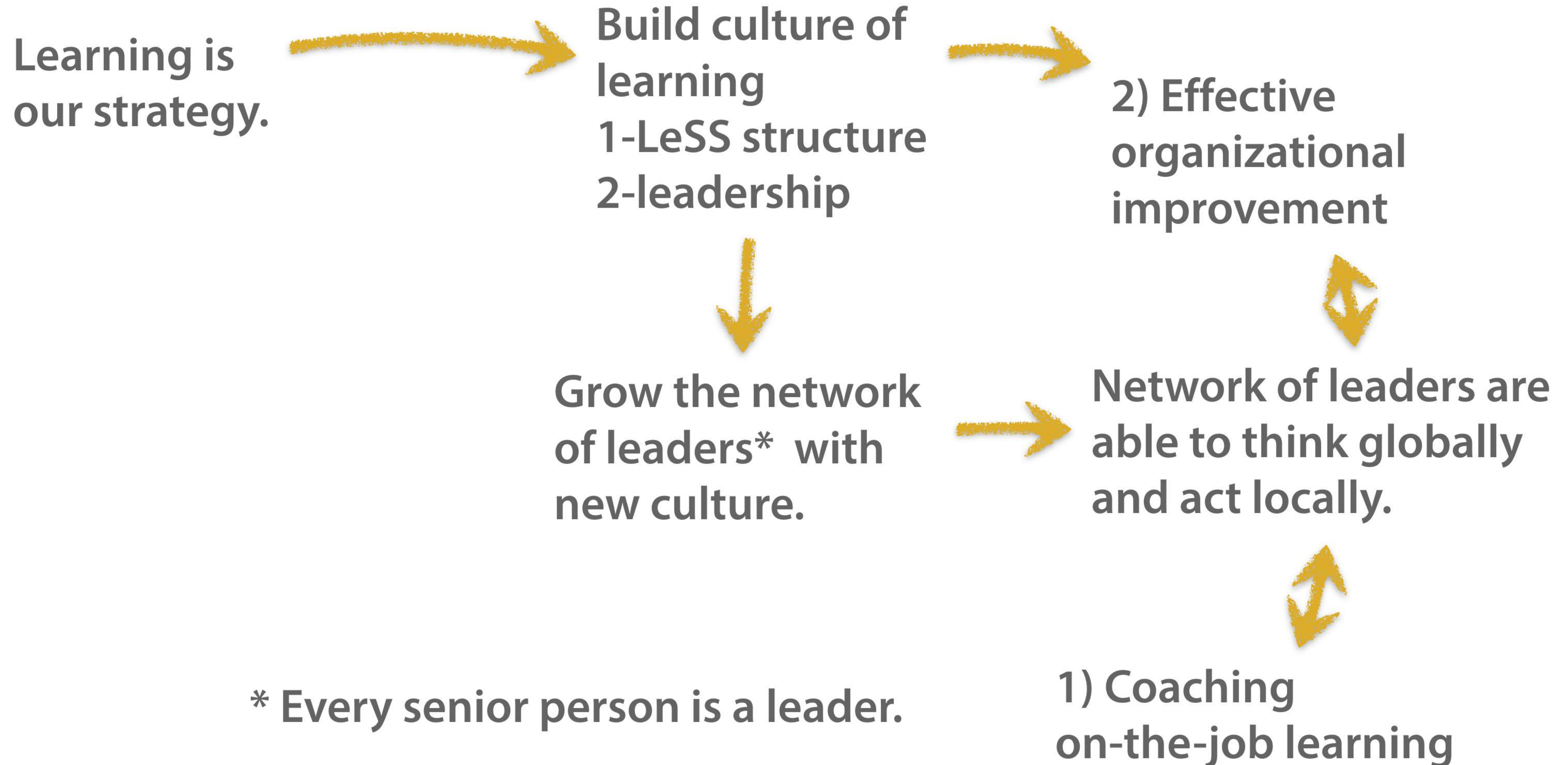
Build culture of
learning
1-LeSS structure
2-leadership



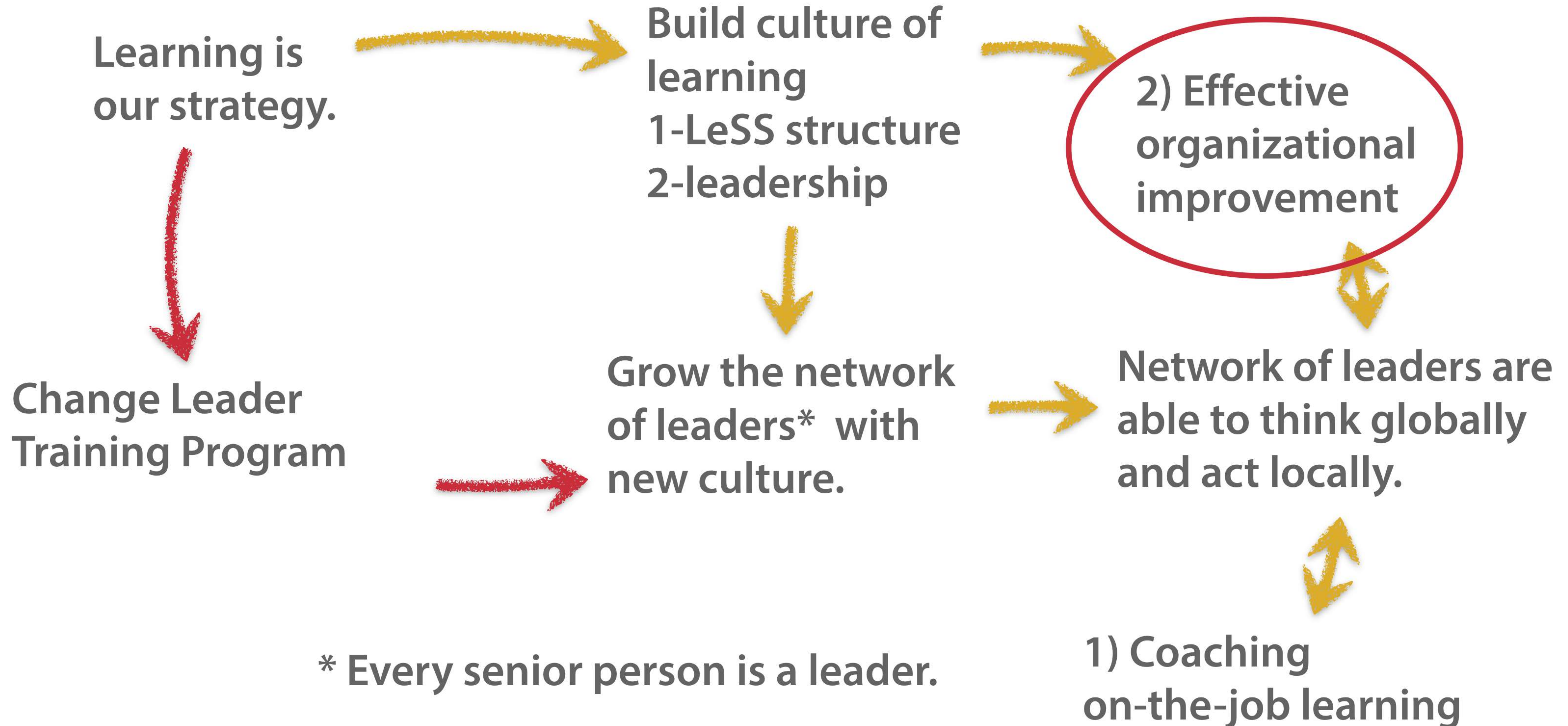
Grow the network
of leaders* with
new culture.

* Every senior person is a leader.

Ramping up Culture of Learning

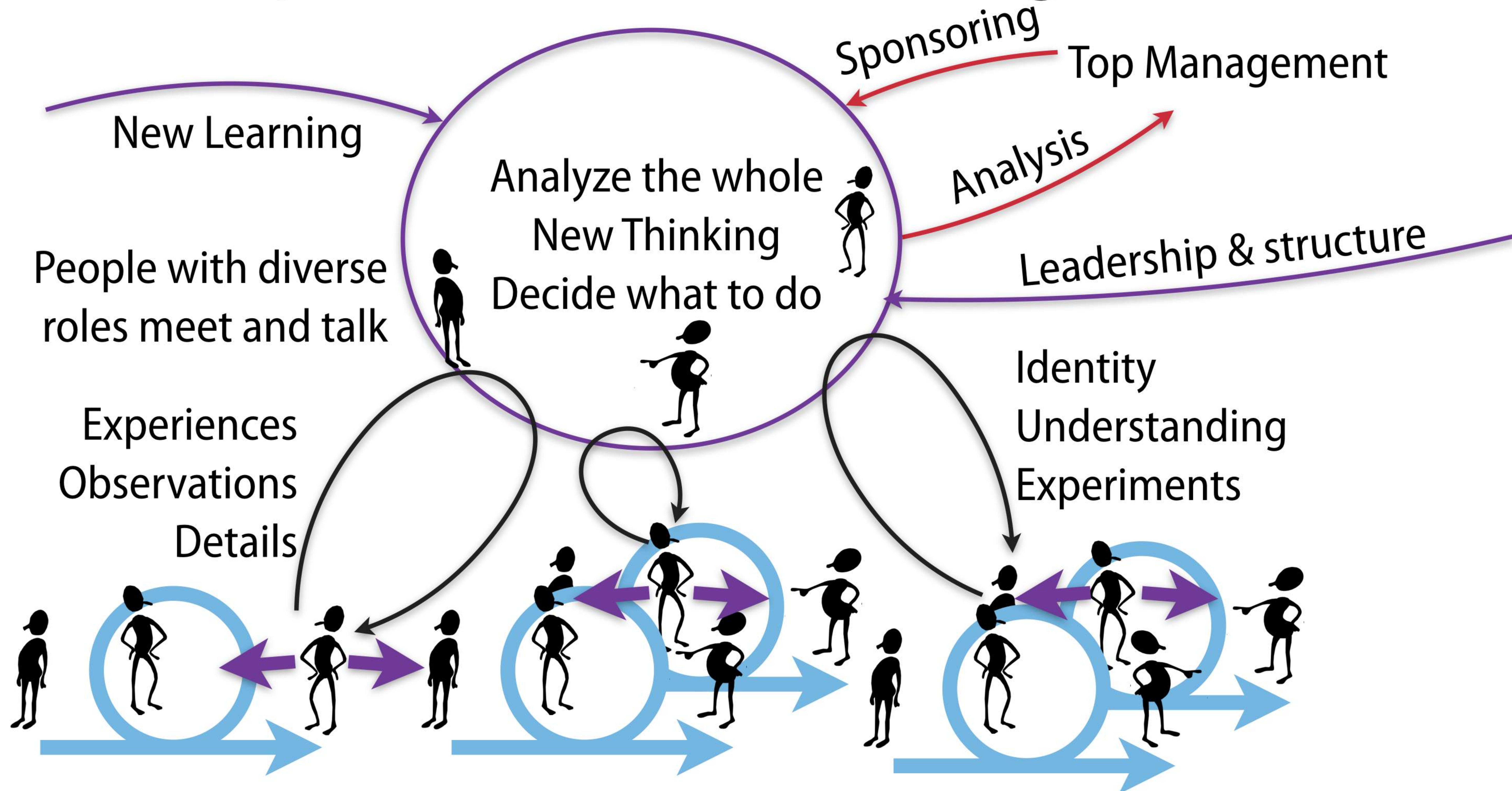


Ramping up Culture of Learning

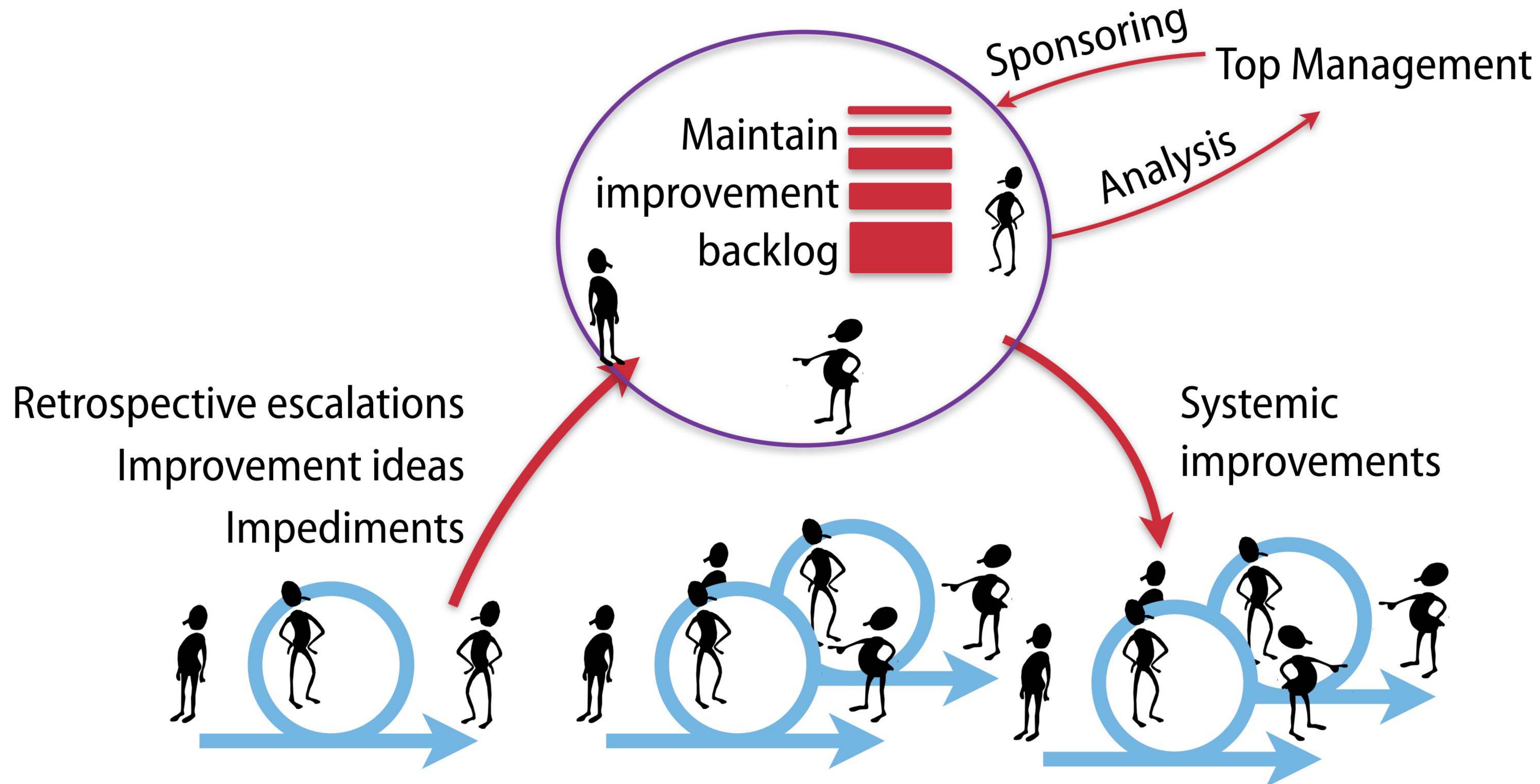


(1) Adoption Community

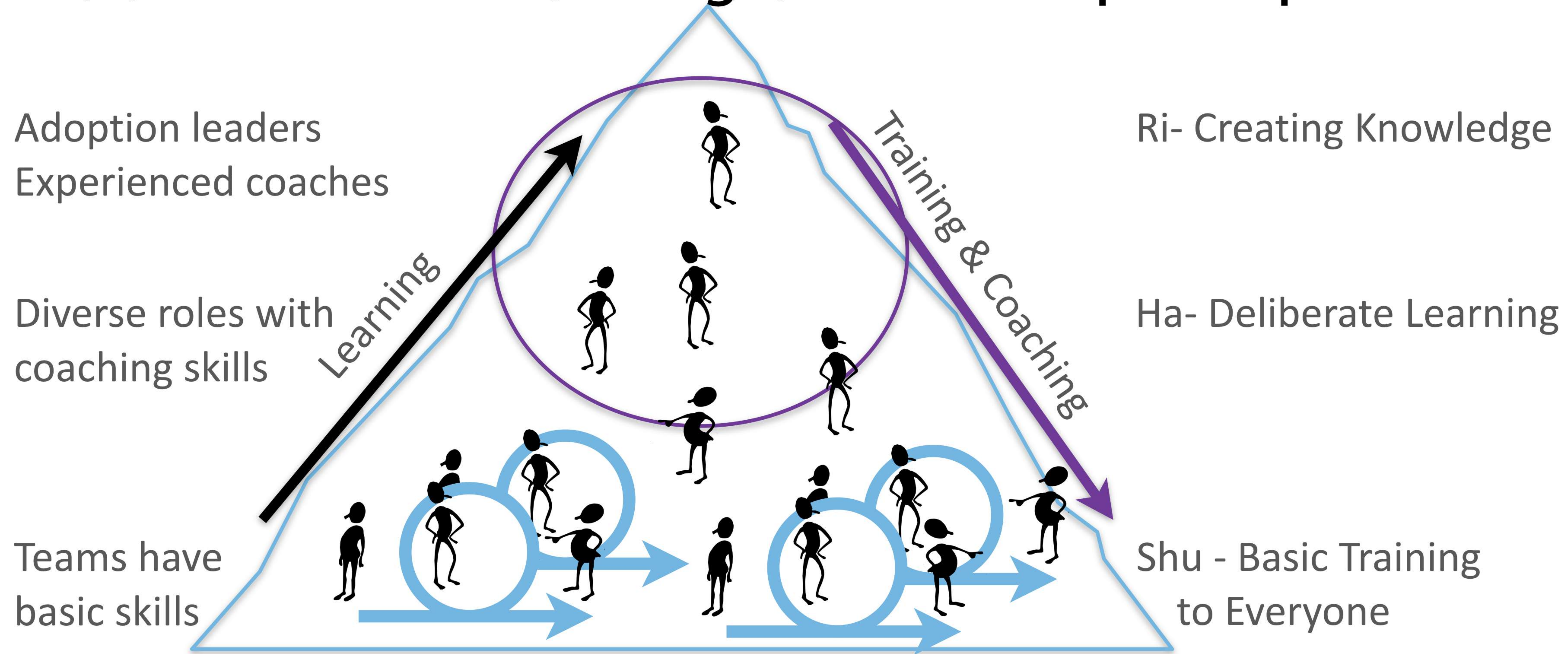
"Ba" - place where knowledge is created



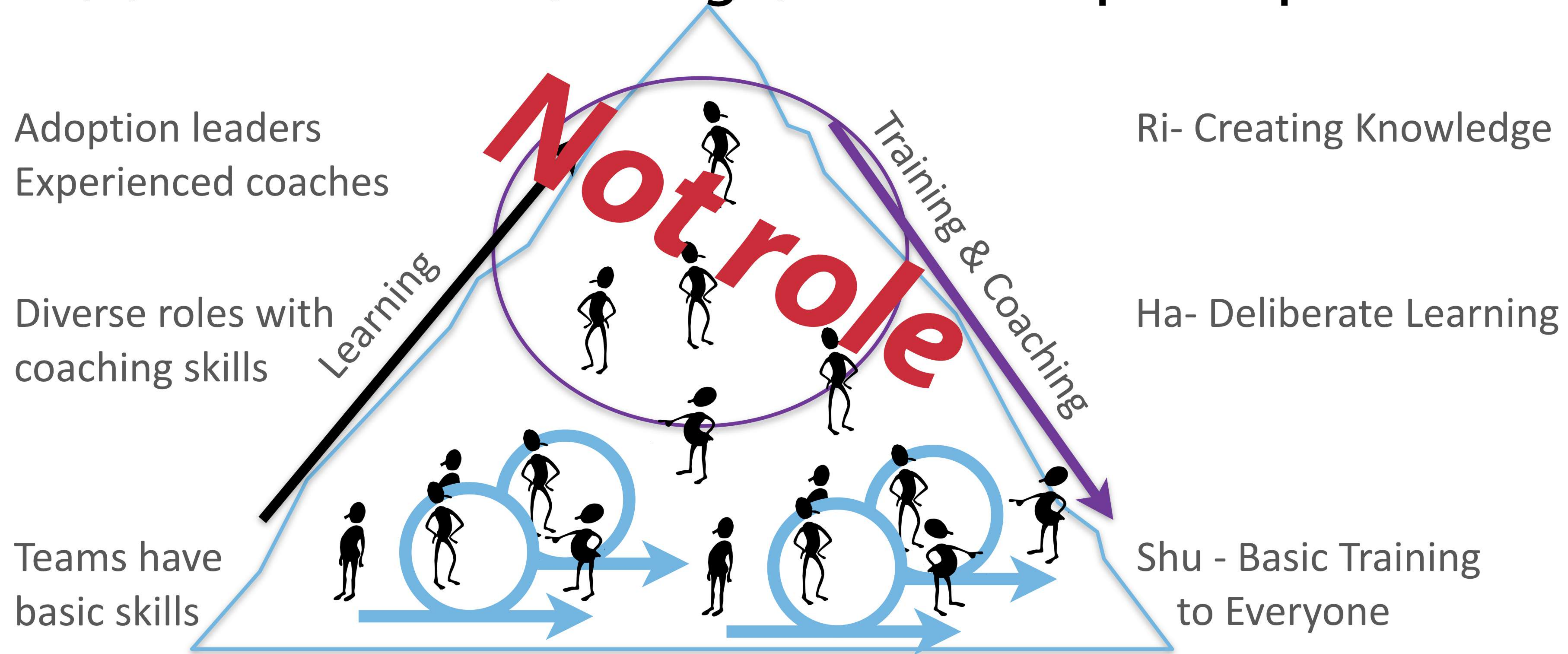
(2) Improvement service



(3) Mountain of (change) Leadership competence

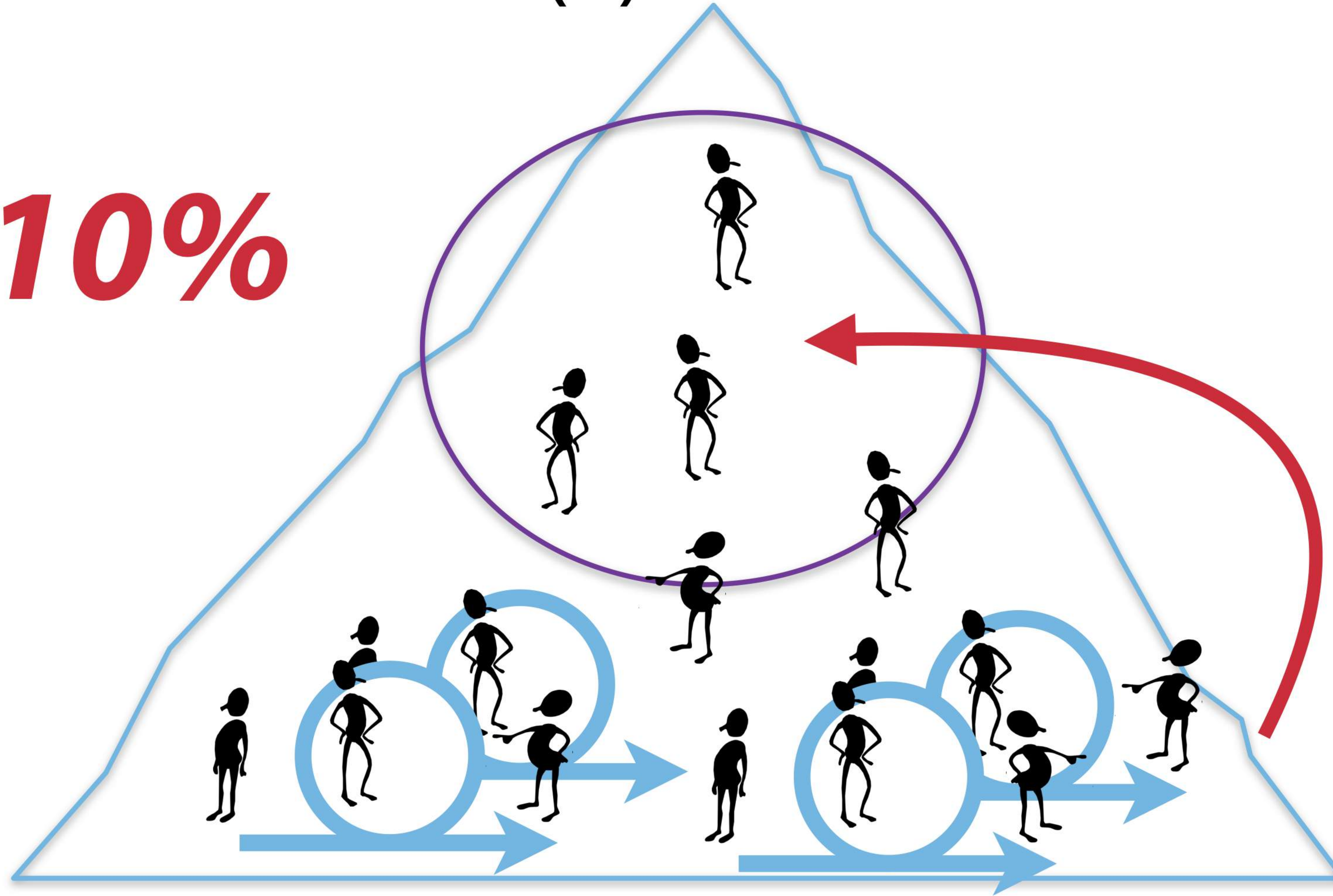


(3) Mountain of (change) Leadership competence



(4) Deliberate learning

10%



***5-10 days
intensive
to start***

Leadership ~~training~~ learning program

Experiential learning

- 1/3 new tools and thinking
- 1/3 analyze my organization
- 1/3 what will I change

Reflecting oneself, the training group and the organization.

- Know yourself to know others
- Unique opportunity to learn group dynamics

Voluntary capable participants

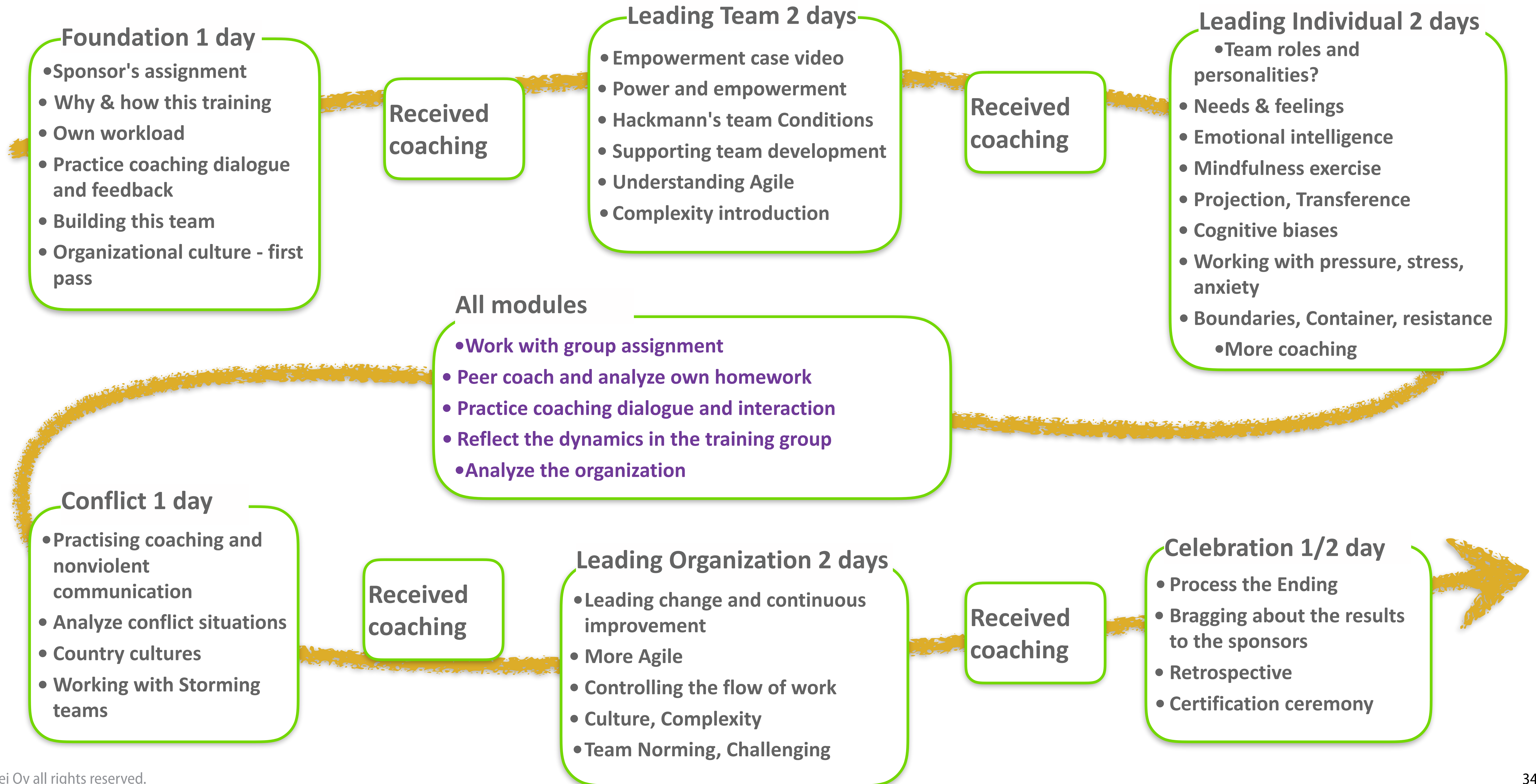
Cross-role cross-org group

Sponsoring by Top Management

Work assignment for the training group and individual participants

5-10 off-site days

Example content for Leadership Program



Resources

<https://less.works>

<http://video.coordinationchaos.com>

<https://gosei.fi/blog/scaling-agility-or-bureaucracy/>

